

Message Text

LIMITED OFFICIAL USE

PAGE 01 QUITO 04894 081654Z

65

ACTION SS-25

INFO OCT-01 ISO-00 /026 W

----- 091799

R 081415Z JUL 75

FM AMEMBASSY QUITO

TO SECSTATE WASHDC 6241

LIMITED OFFICIAL USE QUITO 4894

EXDIS

FOR EAGLEBURGER AND ROGERS ONLY

E.O. 11652: N/A

TAGS: OGEN

SUBJECT: OPERATION CLEAN SLATE

REF: STATE 144163

1. I AM PLEASED TO HAVE A CRACK AT "OPERATION CLEAN SLATE", MY ONLY REGRET BEING THAT THE PRESENCE OF THE INSPECTORS, THE BIENNIAL DEPARTURE OF MOST OF THE SENIOR STAFF AND CERTAIN OPERATIONAL PROBLEMS HAVE DELAYED MY RESPONSE.

2. WHILE I ACCEPT, FOR THE PURPOSES OF "OPERATION CLEAN SLATE", THE ASSUMPTION THAT OUR POLICY OBJECTIVES HERE ARE LAID OUT IN THE CASP OR ANOTHER DOCUMENT, THE FACT IS OTHERWISE. IN THE CASE OF THE CURRENT CASP, FOR INSTANCE, THE POST RECEIVED NO GUIDANCE FROM THE DEPARTMENT, SUBMITTED THE CASP WITHOUT IT TO MEET A DEADLINE, AND THEN WAS ENGAGED BY THE DEPARTMENT IN A COLLOQUY ABOUT WHAT THE CASP OUGHT TO BE. IT REMAINS UNRESOLVED. ALL THAT ASIDE, THE CASP IS LARGELY A MECHANICAL AND MEANINGLESS EXERCISE, INVOLVING COUNTLESS MAN-HOURS TO NO DISCERNIBLE PURPOSE. I STRONGLY RECOMMEND THAT IT BE DEEP-SIXED AS THE FIRST ACCOMPLISHMENT OF "OPERATION CLEAN SLATE".

3. STAFFING:

LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 02 QUITO 04894 081654Z

A. ADDITIONS AND DELETIONS: I WOULD MAKE TWO REDUC-

TIONS IN THE STATE AMERICAN STAFFING AND TWO ADDITIONS TO THE LOCAL STAFF, ALL IN THE EMBASSY. THE REDUCTIONS WOULD BE THE AMERICAN SECRETARY TO THE ADMINISTRATIVE OFFICER AND THE PERSONNEL OFFICER. THEY WOULD BE REPLACED BY LOCAL EMPLOYEES, WHO IN TIME WOULD BRING THE ADDED VIRTUE OF CONTINUITY. ANOTHER POSSIBLE DELETION IS DISCUSSED IN 6.A. BELOW.

B. TOURS OF DUTY: OFFICERS' TOURS OF DUTY SHOULD BE LONGER TO PROVIDE FOR GREATER EFFECTIVENESS AND STAGGERED TO AVOID THE BIENNIAL EMIGRATION. JUST NOW, FOR EXAMPLE, MY DCM IS ON LEAVE, THREE SECTION CHIEFS AND THE LABOR OFFICER HAVE BEEN TRANSFERRED WITHOUT CONTACT REPLACEMENT, AND THE CONSUL GENERAL IN GUAYAQUIL IS ABOUT TO DEPART LEAVING A MONTH'S GAP BEFORE THE ARRIVAL OF HIS SUCCESSOR. THIS KIND OF TRANSITING THROUGH THE POSTS MEANS, AMONG OTHER THINGS, THAT WE LOSE CONTINUITY AND KNOWLEDGE AND CANNOT REALLY COPE WITH OUR WORKLOAD UNTIL SEPTEMBER, TO SAY NOTHING ABOUT HOW EFFECTIVELY WE WILL THEN MANAGE TO DO SO.

C. EMPLOYEE SKILLS: WE NEED BOTH GREATER VERSATILITY IN OFFICER EMPLOYEES AND GREATER SPECIALIZATION: MORE VERSATILITY ACROSS THE BOARD SO THAT AN OFFICER CAN WORK WHEN HE MUST IN A FIELD OTHER THAN THAT OF HIS CHOSEN SPECIALTY; GREATER SPECIALIZATION IN ECONOMIC SUBJECTS. THE VERSATILITY MIGHT BE ENHANCED BY THE RECENT RE-INSTITUTION OF THE JUNIOR OFFICER ROTATION PROGRAM AND BY MORE "OUT-OF-CONE" ASSIGNMENTS, SOONER. AS FOR SPECIFIC ECONOMIC SPECIALIZATION, TRAINING AFTER SERVICE ENTRY IN FIELDS SUCH AS PETROLEUM AND FINANCIAL REPORTING WOULD HELP. I THINK ALL JUNIOR OFFICERS BEING ASSIGNED ABROAD WOULD BENEFIT FROM THE CONSULAR TRAINING COURSE AND THIS WOULD, OF COURSE, PUT US IN A MUCH BETTER POSITION TO COPE WITH PERIODS OF PEAK CONSULAR WORKLOAD FROM LOCAL RESOURCES.

WHILE WE HAVE BEEN FORTUNATE IN HAVING WELL QUALIFIED SUPPORT PERSONNEL ASSIGNED HERE, THE SINGLE THING WHICH COULD MOST ENHANCE THEIR EFFECTIVENESS WOULD BE AN ASSURED REPEAT ASSURED PERIOD OF LANGUAGE TRAINING BEFORE ARRIVAL AT THE POST.

4. OTHER AGENCIES:
LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 03 QUITO 04894 081654Z

A. MILITARY: THE DEFENSE ATTACHE AND MILITARY LIAISON OFFICES SHOULD BE COMBINED UNDER THE DEFENSE ATTACHE, WITH A CONSEQUENT REDUCTION IN NUMBERS. THERE IS NO REASON WHY THE DEFENSE ATTACHE, WITH APPROPRIATE STAFF, CANNOT HANDLE THE KIND OF MILITARY TRAINING AND SALES MATTERS IN WHICH WE ARE ENGAGED HERE. THEY DO SO IN OTHER AREAS OF THE WORLD.

B. USIS: WHILE I AM SATISFIED WITH BOTH THE COUNTRY

PLAN AND THE WAY IT IS NOW BEING CARRIED OUT, I HAVE BEEN APPALLED AT THE PAST TARDINESS AND INEFFECTIVENESS OF USIA SUPPORT OF ITS OPERATION HERE. TO CITE ONE EXAMPLE, WE HAD A GAP OF NINE MONTHS IN THE CULTURAL AFFAIRS OFFICER POSITION.

I RECOMMEND ONLY ONE CHANGE IN USIS STAFFING, THE DELETION OF ONE OF THE THREE AMERICAN POSITIONS IN THE GUAYAQUIL OFFICE. TWO OFFICER POSITION ARE SUFFICIENT.

C. DEA: I AM UNPERSUADED THAT THE DEA REQUIRED THE EIGHT POSITION IT NOW HAS. I BELIEVE IT SHOULD BE REDUCED BY AT LEAST ONE OFFICER POSITION IN QUITO.

D. AID: THE USAID HERE IS IN THE PROCESS OF MOVING TO A NEW RELATIONSHIP. STAFF REDUCTIONS WILL FOLLOW. IN THE MEANTIME, HOWEVER, IT IS OCCASIONALLY UNDER AID/W PRESSURE TO ACCOMMODATE THOSE UNDER THE THREAT OF RIF OR RETURNING FROM SOUTHEAST ASIA BY FILLING EMPTY SLOTS. I DO NOT WANT TO HAVE THE CURIOUS SPECTACLE OF A DECREASING PROGRAM AND AN INCREASING NUMBER OF PERSONNEL...

5. HOUSING:

IT IS GENERALLY CONSISTENT WITH OUR ROLE HERE. WE HAVE ONLY THREE US GOVERNMENT OWNED HOUSES, THOSE OF THE CHIEF OF MISSION, DCM AND AGRICULTURAL ATTACHE. GIVEN THE CONTINUINGLY DIFFICULT HOUSING SITUATION IN QUITO, I THINK THAT THERE WOULD BE MERIT IN HAVING GOVERNMENT RESIDENCES FOR THE PAO AND THE DEFENSE ATTACHE AS WELL. I SEE FEW WAYS IN WHICH THE AMERICAN STAFF COULD BECOME LESS DEPENDENT UPON EMBASSY ADMINISTRATIVE SERVICES, WHICH ARE NOT EXTENSIVE AT PRESENT. THOSE THAT ARE PERFORMED, SUCH AS ASSISTANCE IN FINDING HOUSING, CUSTOMS CLEARANCES, ADVICE ON LOCAL CUSTOMS, ETC., COULD NOT BE OMITTED WITHOUT CAUSING HARDSHIP TO NEW EMPLOYEES AND REQUIRING AN EXCESSIVE EXPENDITURE OF TIME ON THE PART OF LIMITED OFFICIAL USE

LIMITED OFFICIAL USE

PAGE 04 QUITO 04894 081654Z

NEWLY-ARRIVED, EXPERIENCED EMPLOYEES. WHILE THESE SERVICES COULD THEORETICALLY BE PERFORMED BY THE LOCAL COMMISSARY/RECREATION ASSOCIATION, THAT ORGANIZATION HAS REGRETTABLY SHOWN NO INTEREST IN ASSUMING FUNCTION BEYOND THE ONES IT PRESENTLY EXERCISES.

6. MANAGEMENT:

A. THE MAJOR CHANGE I MIGHT MAKE IN THE MANAGEMENT OF THE EMBASSY WOULD BE, DEPENDING UPON THE QUALIFICATIONS AND EXPERIENCE OF THE SECTION CHIEFS, TO ELIMINATE THE DCM POSITION AND HAVE ONE OF THE SECTION CHEIFS FUNCTION AS MY DEPUTY. THAT WOULD BE MORE IN KEEPING WITH MY OWN PREFERRED WAY OF OPERATING. I THINK SUCH AN ARRANGEMENT WOULD WELL OBTAIN AT CLASS IV POSTS AND SELECTIVELY AT CLASS III POSTS. I THINK IT COULD WORK HERE.

B. I SEE NO WAY IN WHICH ADMINISTRATIVE ARRANGEMENTS
COULD BE FURTHER STREAMLINED OTHER THAN AS SET FORTH ABOVE
IN 3.A.

C. AS FOR REPORTING, THE BURDEN IS NOT ONEROUS AND I
HAVE NO RECOMMENDATIONS FOR CHANGE.

D. THE CONSULATE GENERAL IN GUAYAQUIL IS
INDISPENSABLE NOT ONLY TO OUR PRESENCE IN THIS BIFURCATED
COUNTRY BUT TO PERFORM STATUTORY AND BUSINESS SERVICES
AS WELL. I WOULD NOT CHANGE IT, ITS ORGANIZATION, OR THE
STATE STAFFING WHICH, WITH RECENT AMERICAN ADDITIONS, IS
ADEQUATE FOR ITS PRESENT RESPONSIBILITIES.
BREWSTER

LIMITED OFFICIAL USE

NNN

Message Attributes

Automatic Decaptioning: Z
Capture Date: 01 JAN 1994
Channel Indicators: n/a
Current Classification: UNCLASSIFIED
Concepts: n/a
Control Number: n/a
Copy: SINGLE
Draft Date: 08 JUL 1975
Decaption Date: 28 MAY 2004
Decaption Note: 25 YEAR REVIEW
Disposition Action: RELEASED
Disposition Approved on Date:
Disposition Authority: GolinoFR
Disposition Case Number: n/a
Disposition Comment: 25 YEAR REVIEW
Disposition Date: 28 MAY 2004
Disposition Event:
Disposition History: n/a
Disposition Reason:
Disposition Remarks:
Document Number: 1975QUITO04894
Document Source: CORE
Document Unique ID: 00
Drafter: n/a
Enclosure: n/a
Executive Order: N/A
Errors: N/A
Film Number: D750235-1044
From: QUITO
Handling Restrictions: n/a
Image Path:
ISecure: 1
Legacy Key: link1975/newtext/t19750777/aaaacqnr.tel
Line Count: 181
Locator: TEXT ON-LINE, ON MICROFILM
Office: ACTION SS
Original Classification: LIMITED OFFICIAL USE
Original Handling Restrictions: EXDIS
Original Previous Classification: n/a
Original Previous Handling Restrictions: n/a
Page Count: 4
Previous Channel Indicators: n/a
Previous Classification: LIMITED OFFICIAL USE
Previous Handling Restrictions: EXDIS
Reference: 75 STATE 144163
Review Action: RELEASED, APPROVED
Review Authority: GolinoFR
Review Comment: n/a
Review Content Flags:
Review Date: 09 SEP 2003
Review Event:
Review Exemptions: n/a
Review History: RELEASED <09 SEP 2003 by CunninFX>; APPROVED <12 NOV 2003 by GolinoFR>
Review Markings:

Margaret P. Grafeld
Declassified/Released
US Department of State
EO Systematic Review
06 JUL 2006

Review Media Identifier:
Review Referrals: n/a
Review Release Date: n/a
Review Release Event: n/a
Review Transfer Date:
Review Withdrawn Fields: n/a
Secure: OPEN
Status: NATIVE
Subject: OPERATION CLEAN SLATE
TAGS: OGEN
To: STATE
Type: TE
Markings: Margaret P. Grafeld Declassified/Released US Department of State EO Systematic Review 06 JUL 2006